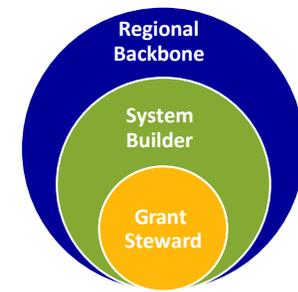


WORKFORCE BOARD LEADER CONTRIBUTIONS



User Guide

Workforce Investment Board (WIB) members are community leaders who can contribute to advancing the work of their WIBs in many different ways. This *Workforce Board Leader Contributions* tool can help members find a role that is right for them. The tool contains quick-response questions in six key categories that comprise work that WIBs do. Board members indicate the areas where they are willing to contribute their skills.

Given the diversity of Boards and the communities in which they serve, not all questions will be relevant to all WIBs. Board leadership are encouraged to add or delete items as they see fit before sharing with board members. The six categories in the tool are a product of input and advice from the U.S. Department of Labor Employment and Training Administration and the National Association of Workforce Boards (NAWB), and research completed by Social Policy Research Associates team members, many of whom have staffed or served on WIBs themselves. We hope that leaders using this tool, together with their fellow WIB members and staff, discover new ways they can work together to advance a shared workforce agenda.

Using the Tool

Each of the six sections contains a list of statements that suggests a wide range of contributions workforce leaders can offer. Some statements – those earlier in each list – reflect work WIBs are required to do as grant stewards. Statements in the middle of each section represent the work of Boards taking a more system-building approach to work in their communities. Statements near the end of each list suggest more novel contributions of Boards serving as regional backbones, many of which emerged thematically during the 2013 NAWB Forum in Washington, DC by Boards recognized as leaders in the field.

The tool can be used in many ways. For example, the Board chair may ask members to complete the tool in advance of a Board retreat or committee assignment meeting. The results could then be used to:

- Create leadership opportunities and task assignments for individual Board members
- Inform Board development
- Shape program or organizational development opportunities in which Board members participate, and
- Provoke conversation between WIB members and staff about future WIB needs.

Again, it may not be necessary to include all of the statements. The Board chair may want to hone in on particular areas of interest, for example. Or Board staff may want to use the tool to query Board member interest in one or two areas. Alternatively, Boards

facing challenges may want to use either only the fundamental questions (the first few in each section), whereas Boards seeking to advance an innovation agenda may want to focus on the last few questions in each section – or add their own questions.

Understanding Results

When administering the assessment, it may be helpful to provide Board members with guidance about the meaning of the indices.

- “Significant Contribution” means the Board member is prepared to contribute in ways that are meaningful and significant to them in a particular area – e.g. possibly lead on a task or issue. Typically, Board members would offer fewer marks in this column than in the other two.
- “Limited Contribution” means the Board member is willing to help, but likely not lead in a particular area.
- “No Contribution at this Time” means the Board member prefers not to engage with work in a particular area.

Finally, there is no “score.” The tool is not intended to rate or compare Board member contributions nor assess current contributions. Rather, it aims to help Boards take full advantage of members’ talents and interests and spark deeper conversations about overall strategy development.

(1) Understand & Communicate Data

WIB leaders share data/knowledge, understand labor market issues and trends in region and in key sectors, and use this intelligence to guide WIB work and engage public, private, non-profit and civic partners in solving community problems.

<i>Please indicate whether you are prepared to make a significant contribution, limited contribution, or no contribution at this time, as we advance the work of the board in each of the areas below.</i>	Significant Contribution	Limited Contribution	No contribution at this time
1. Improving labor market intelligence in my community – sharing my knowledge of industry workforce trends, for example, or helping to conduct a survey or labor market study well suited to my state or community.	1	2	3
2. Understanding my community’s labor market – key sectors, employment and training challenges, skill gaps, demographic trends, and how it all works.	1	2	3
3. Evaluating the performance of existing workforce development programs or contractors in my state or community.	1	2	3
4. Seeking effective workforce development practices suited to my workplace, industry, state, or community.	1	2	3
5. Sharing information about labor market trends with peers, colleagues, or community leaders in my personal and professional networks.	1	2	3
6. Improving access to labor market data in my state or community (e.g., increasing data available in machine readable format, improving user interfaces or visualization tools, building the capacity of data interpreters, etc.).	1	2	3
7. Increasing labor market literacy in my state or community through events, convenings, or public engagement on labor market issues.	1	2	3
8. Experimenting with narrative, story, and multimedia to influence attitudes, behaviors and beliefs about work, learning, and careers in my state or community.	1	2	3
9. Exploring cutting edge data collection and management practices (e.g., mobile surveys, apps, social media, and other personal utilities for sharing data, etc.) and how they could help my state or community.	1	2	3

(2) Design Strategy

WIB Leaders map needs and assets, identify priorities, engage stakeholders, and design, test, and improve solutions to critical workforce needs.

<i>Please indicate whether you are prepared to make a significant contribution, limited contribution, or no contribution at this time, as we advance the work of the board in each of the areas below.</i>	Significant Contribution	Limited Contribution	No contribution at this time
1. Crafting planning documents that comply with relevant federal, state and local statutes, policies and regulations.	1	2	3
2. Establishing performance management systems that help our WIB meet negotiated performance metrics.	1	2	3
3. Facilitating planning and strategy sessions designed to help workforce partners achieve shared goals.	1	2	3
4. Framing and prioritizing policy and program choices (e.g. traditional research, scenario planning, ideation, crowdsourcing, real-time data validation, etc.).	1	2	3
5. Determining roles of stakeholders and partners in our workforce programs and policy development and implementation.	1	2	3
6. Developing strategic partnerships or alliances with other organizations – in or outside of our state or community – that help advance WIB goals.	1	2	3
7. Using evidence based practice to improve workforce programs and initiatives in my state or community.	1	2	3
8. Creating a plan to support growth, development, or capacity-building needed to help our WIB achieve its goals.	1	2	3
9. Positioning the WIB as a thought-leader on key workforce issues relevant to our community and beyond.	1	2	3
10. Designing experiments that test new approaches to our long-standing workforce challenges (e.g. using simulation, design labs, real-time data collection, etc.).	1	2	3
11. Evaluating the impact of workforce policy on the goals the WIB seeks to achieve in my state or community.	1	2	3

(3) Cultivate Knowledge

WIB leaders encourage shared learning, exchanging in-depth knowledge and expertise in business management, workforce and economic development, education, technology, and other disciplines relevant to the WIB's goals and objectives.

<i>Please indicate whether you are prepared to make a significant contribution, limited contribution, or no contribution at this time, as we advance the work of the board in each of the areas below.</i>	Significant Contribution	Limited Contribution	No contribution at this time
1. Ensuring compliance with relevant federal, state and local statutes, policies, and regulations.	1	2	3
2. Approving annual budgets and ensure appropriate fiscal controls and auditing procedures for both the WIB and its contractors.	1	2	3
3. Assessing and improving the effectiveness of the WIB's program governance and oversight.	1	2	3
4. Upholding standards of ethical conduct and procedures for addressing potential conflicts of interest or similar challenges.	1	2	3
5. Maintaining rigorous and open business processes (e.g., policy making, contracting).	1	2	3
6. Establishing and maintaining founding documents (such as charters, Memoranda of Understanding, etc.) that outline basic operational and governance procedures.	1	2	3
7. Advancing formal and informal policies that show promise for making a positive impact on key workforce development challenges in my state or community.	1	2	3
8. Developing effective methods for collaborative program and service delivery models.	1	2	3
9. Dedicating the <i>human resource knowledge</i> , experience, and expertise the WIB needs to achieve its goals.	1	2	3
10. Dedicating the <i>fiscal</i> knowledge, experience, and expertise the WIB needs to achieve its goals.	1	2	3
11. Dedicating the <i>technological</i> knowledge, experience, and expertise the WIB needs to achieve its goals.	1	2	3
12. Dedicating the <i>legal</i> knowledge, experience, and expertise the WIB needs to achieve its goals.	1	2	3

(4) Exercise Influence

WIB leaders use their personal and professional networks to bring people with diverse perspectives, experiences, and resources together, enabling innovative solutions to community workforce problems.

<i>Please indicate whether you are prepared to make a significant contribution, limited contribution, or no contribution at this time, as we advance the work of the board in each of the areas below.</i>	Significant Contribution	Limited Contribution	No contribution at this time
1. Leading the Youth Council, a committee, a task force, or an advisory group on behalf of the WIB.	1	2	3
2. Introducing other WIB members or WIB staff to community leaders in my personal, professional, or political networks who can help the WIB achieve its goals.	1	2	3
3. Appealing to my networks to help the WIB access the expertise, or resources it needs to accomplish its goals (e.g., technology expertise, office equipment, software, development opportunities, foundation grants, etc.).	1	2	3
4. Educating legislators or other elected officials about workforce issues in my state or community.	1	2	3
5. Testifying before legislators or other elected officials or working on legislation intended to advance key workforce priorities in my state or community.	1	2	3
6. Lending my name and/or company brand to WIB events, activities, and collateral in a way that builds support for WIB policies or programs.	1	2	3
7. Recruiting colleagues, neighbors or family-members to participate in public WIB-supported events and activities.	1	2	3
8. Volunteering my workplace or the skills and talents of my colleagues (e.g., hosting an event or piloting an initiative, etc.) to assist the WIB in accomplishing key goals).	1	2	3
9. Using my online assets or those of my company (e.g., launching a fundraising campaign using social media) to generate support for WIB or workforce events, programs, or activities).	1	2	3

(5) Mobilize Collective Action

WIB leaders act as a catalyst for problem solving, new idea generation, and broader community change – creating narratives that inspire; mobilizing partners, stakeholders and the public behind key causes; and launching innovative, high-leverage projects aimed at solving important community problems.

<i>Please indicate whether you are prepared to make a significant contribution, limited contribution, or no contribution at this time, as we advance the work of the board in each of the areas below.</i>	Significant Contribution	Limited Contribution	No contribution at this time
1. Identifying workforce issues in our state or community that demand public engagement.	1	2	3
2. Participating in collaborative efforts – whether lead by the WIB or not – to address critical workforce issues.	1	2	3
3. Crafting initiatives or campaigns that engage community partners and stakeholders in solving critical issues.	1	2	3
4. Developing cross-sector, cross-organizational, or community-level goals or metrics that reflect the desired future to which our WIB aspires.	1	2	3
5. Developing collaborative workplans in which multiple organizations and partners share responsibility for “moving the needle” on critical workforce issues.	1	2	3
6. Providing staff, tools, and other kinds of support to form a “backbone” for state, regional, or local collaboration activities.	1	2	3
7. Securing resources and operational support for pilot projects intended to address critical workforce issues.	1	2	3
8. Documenting and sharing progress/lessons from pilot projects.	1	2	3
9. Using our own lessons and those of partners or stakeholders to inform subsequent policies, programs, and investments.	1	2	3

(6) Enable Investment

WIB leaders help ensure Board resources are invested wisely, keep Board and programs on sound financial footing, contribute to program results when possible, and leverage additional financial and non-financial resources to increase the outcomes/impact of WIB work.

<i>Please indicate whether you are prepared to make a significant contribution, limited contribution, or no contribution at this time, as we advance the work of the board in each of the areas below.</i>	Significant Contribution	Limited Contribution	No contribution at this time
1. Managing the WIB's existing financial resources (e.g., insuring that financial resources are secure and earning returns where possible).	1	2	3
2. Providing oversight and guidance on managing the WIB's program resources (e.g., insuring reasonable administrative expenses, regular audits, etc.).	1	2	3
3. Exploring new business models for WIB and/or workforce programs including those serving young people (e.g., social enterprises, L3C, Public Benefit Corporations, etc.).	1	2	3
4. Providing training or work experience opportunities in the workplace (e.g., hosting internships for students, participants, WIB staff, or educators) in collaboration with the WIB or Youth Council.	1	2	3
5. Sponsoring program activities such as trainings, scholarships, or events that help connect diverse job seekers to opportunities to work, learn, or start enterprises.	1	2	3
6. Leveraging other public or philanthropic resources in the community to help advance WIB work (e.g., appealing to private foundations or corporate donors or sponsors on behalf of the WIB).	1	2	3
7. Contributing <i>in-kind</i> resources to advance WIB work (e.g., food, event space, equipment, technology, etc.).	1	2	3
8. Contributing <i>human</i> resources to advance WIB work (e.g., legal or other specialized technical assistance).	1	2	3
9. Contributing <i>financial</i> resources to advance WIB work (e.g., donations, grants, or contributions).	1	2	3

10. Experimenting with cutting edge resource development practices to advance WIB work (e.g., microphilanthropy, “crowdfunding,” “barnraising”, etc.).	1	2	3
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(7) Open Ended Comments

Please use this box to share anything you would like the WIB or your colleagues to know that was not asked in the previous sections. We have offered some questions to stimulate ideas but you are welcome to offer your own thoughts.

- What do you feel have been your most important contributions to the WIB to date?
- In which areas would you like most to contribute to WIB work going forward?
- What other ideas not mentioned in this tool do you wish we would have asked you about?
- Is there anything else you’d like to add?

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